



Deciphering Enlisted Assignment

Navy Workforce Research and
Analysis Conference

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Introduction

- More granular understanding of Navy enlisted assignment system requirements for automated system development
- Documentation of current detailer decision process for varied cases not available
- Better analysis of current Sailor, detailer, and Command activity input into Navy assignments required



SME Interviews/ Policy Review

- Met with primary SME (former Director of Enlisted Assignments) for basic information on how the system works
- Reviewed policy information in Enlisted Transfer Manual
- Created initial process flow charts
 - Concluded detailing is a decision process much of which is not formally documented
- Needed more current information, especially of detailing with JASS process



Interviews with Assignment Personnel

- Assumption: obtaining info from many varied detailers provides good overall picture
- Prepared a list of questions to ask detailers from each rating community in semi-structured interview, including:
 - What are the top Sailor needs?
 - How do detailers determine right Sailor for a job?
 - What are the best and worst Sailor situations? - good match for both Sailor and Command; when “slam” occurs
 - How does detailer use expert but undocumented knowledge?
- Verify similar information across subjects, yet find out where communities differ



Interviews with Assignment Personnel

- Assumption: EPMAC provided better information than talking to a few individual Commands, with “forest” not “single tree” view
- Focus on Command needs/ preferences
- Interviewed EPMAC placement coordinators from aviation, submarine, surface, etc. communities
 - How much influence do Commands have in the process?
 - What do Commands look for in Sailor?
 - How important is arrival time, paygrade, NEC, etc.?
- Obtained list of questions frequently asked by Commands, found deeper problem that the information in the EDVR is often not utilized or updated

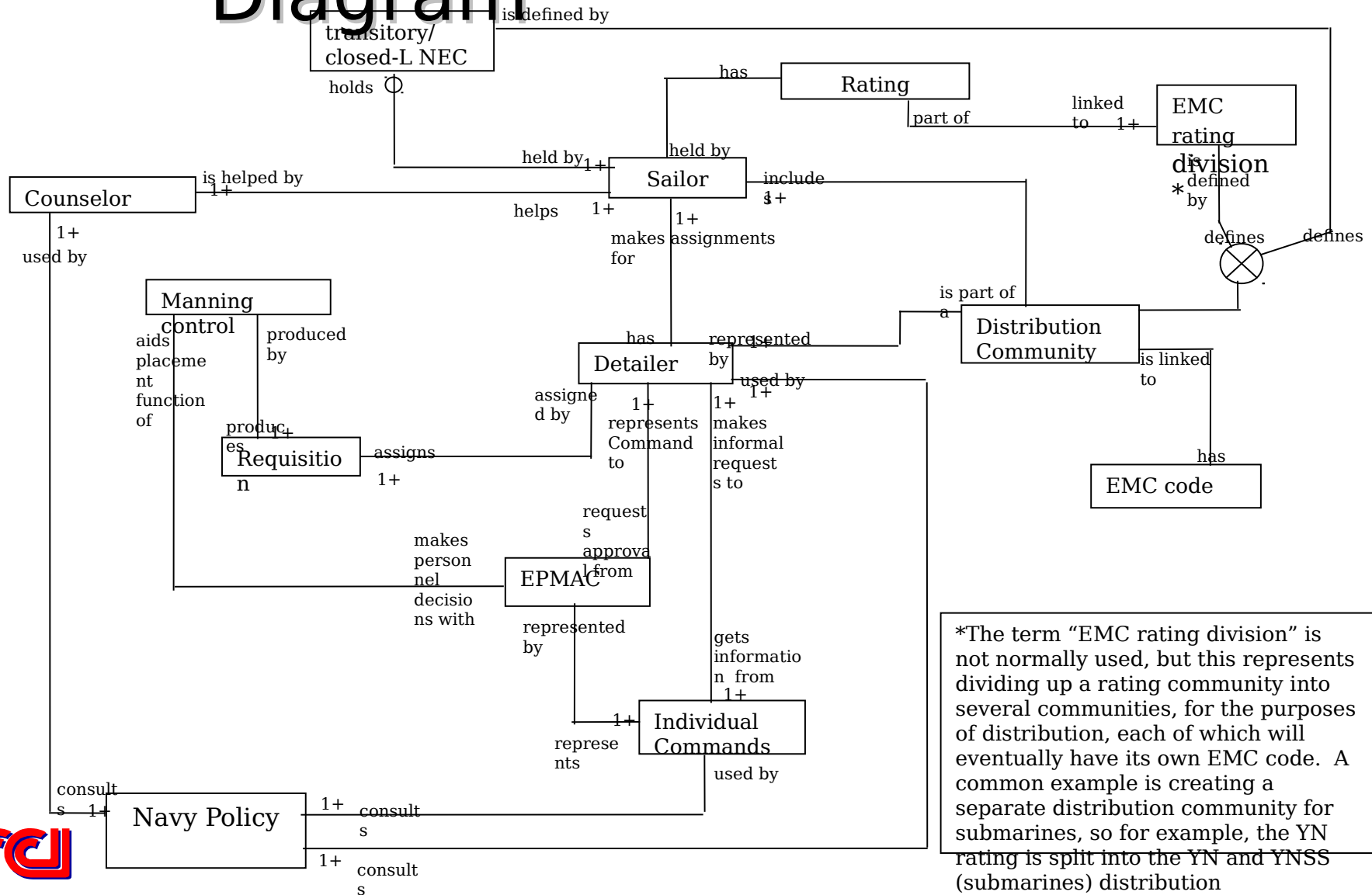


Primary results

- Relationships between parts put into Entity Relationship Diagram format
- Revised process flows for documentation of assignment cases
- Qualitatively analyzed needs of particular distribution communities
 - In general, highly technical ratings place more importance on training NEC reutilization than exact paygrade
 - Others communities such as BM and CB place much value on paygrade as part of leadership structure
 - Highly specialized communities may require 1306 authorization to apply
- JASS affects the assignment process by
 - Giving Sailors the opportunity to preview most jobs
 - Encouraging detailers to compare several applicants before assignment
 - Makes the Assignment Incentive Pay program possible
- Cost, current no. of Sailors in community, promotion schedule, other non-constant factors vary detailer decision-making process over time



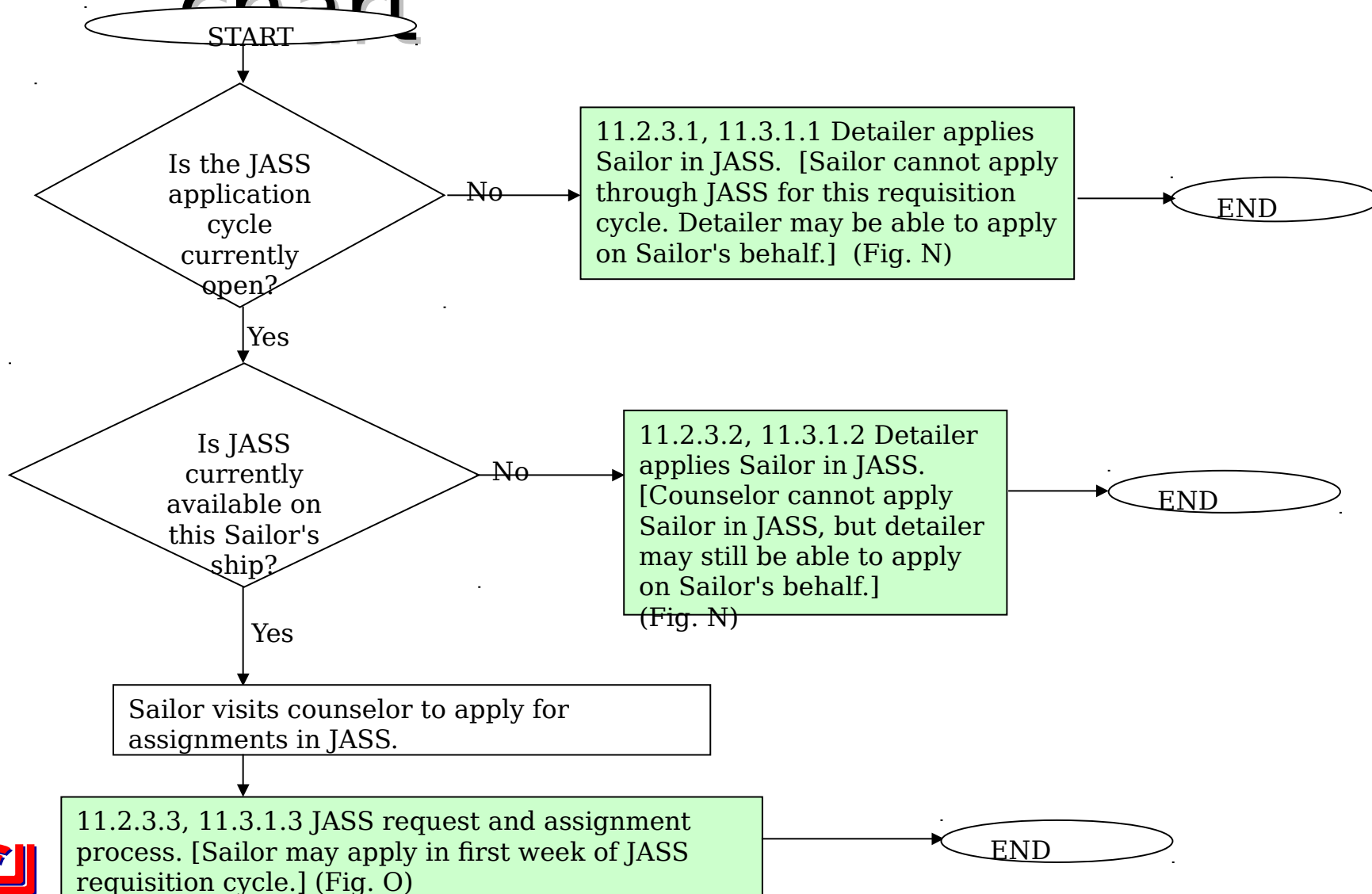
Entity Relationship Diagram





Assignment flow

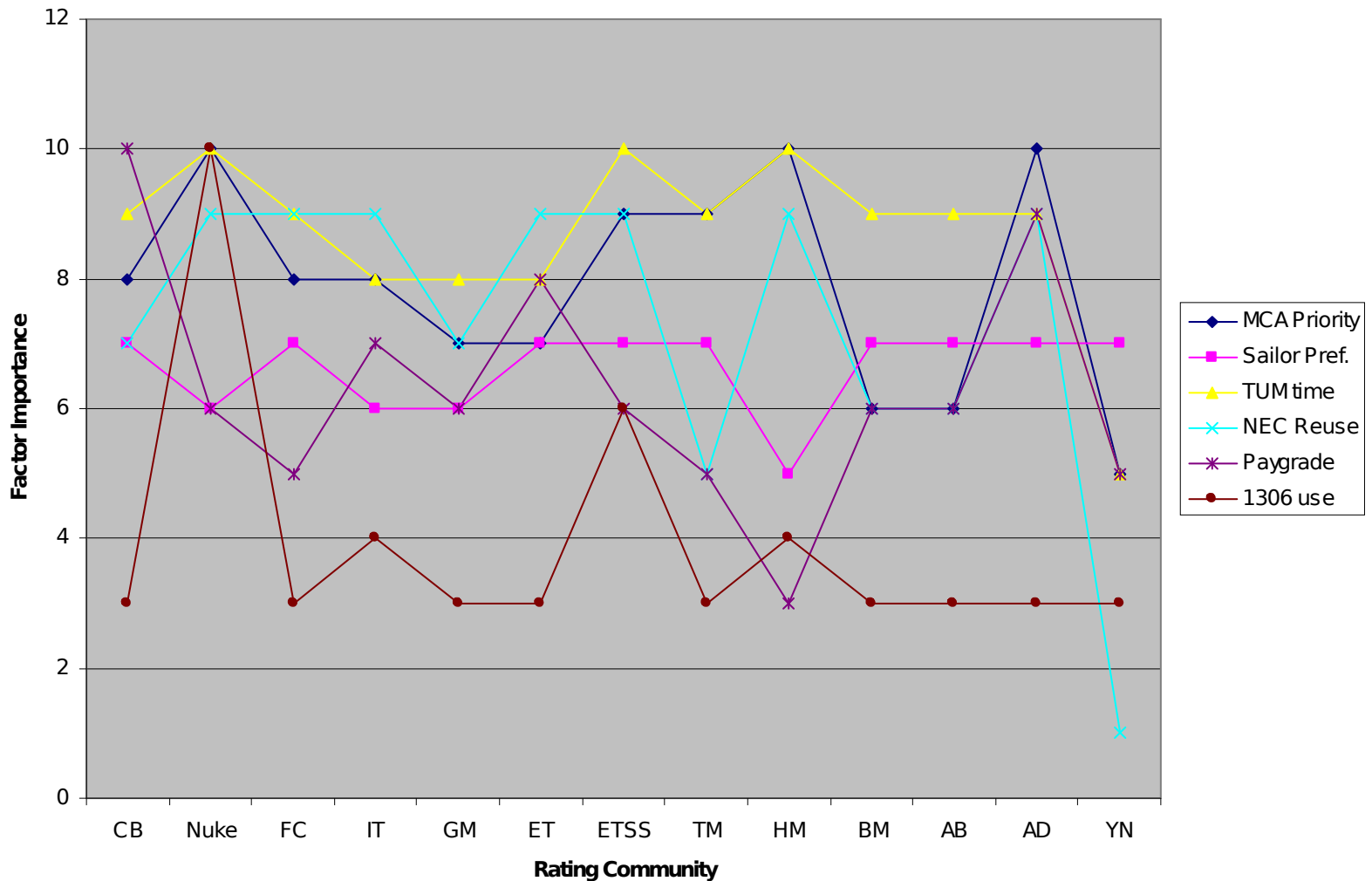
chart





Distribution community priorities

Importance of Factors by Community





More results

- Better understanding of Sailor and Command interests in the assignment process, what is most important, happens the most, what they are not interested in.
- How Sailor and Command perspectives differ from each other
 - Sailor preferences: Job type, Command activity, location, training
 - Command input regarding: TUM, paygrade, NEC, security, OBLISERV
- Many special cases – EFM, spouse co-location, female berthing spaces, handled on case-by-case personal basis, and follow a less rule-based procedure



Impact on Future Distribution Software Development

- Much clearer picture of the current process contributes to more realistic software
- Some aspects easily implemented, though many ad hoc processes involve trade off of numerous rules
- Captured undocumented experiential knowledge to better define computer agent behavior



Summary/ future work

- Documented roles of various entities involved in current enlisted assignment process
- Better understanding of detailer balancing/ decision-making behavior
- Outlined action for special cases
- Currently using study to build demonstration of automated assignment
- Hope is to better satisfy Sailor, Command, and overall Navy needs when future system implemented